

Staff Management of 80/90-later Employee and Corporate Culture Remodeling in the Non-ferrous Metallurgical Enterprises—based on the Investigation of XH Group

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Abstract. Human resource is the core competitive of an enterprise. In view of young employee played an important role in the whole company, and the importance of management of them, we made an investigation on XH Group according to the Maslow demand level theory. Our research results showed, based on the spirit of XH Group's culture, an effective way of managing young 80/90-later workers and remodeling XH Group enterprise culture. Our research could provide more guidance for encouraging 80/90-laters in XH Group and similar companies.

Keywords: XH Group, 80/90-laters, Human resource management, Enterprise culture.

1. Introduction

Non-ferrous metals industry is an important basic industry of the national economy. However, to achieve a successful restructuring of the company's strategy to enhance the core competitiveness of enterprises, talent management is a top priority. Especially with the changing structure of the labor force, a large number of 80/90-later employees embarked on a non-ferrous metals business jobs. These new generations of younger and less experienced staff, being of strong personality, low psychological maturity, psychological demands complex, and the nature of non-ferrous metal industry with other industries also have significant differences in the characteristics of the work. Therefore, non-ferrous metals in the driving under corporate social responsibility, in 80/90-later employees will gradually become the main force of corporate human resources under nonferrous metals realistic background. How corporate human resources for non-ferrous metals especially young employees after 80/90-laters targeted management and incentives, such research is very necessary and urgent.

Meanwhile, on the other hand of the microenterprise perspective, both in the non-ferrous metal industry or other industries, as the flexible management of corporate culture management is always the highest level of corporate management.

In this context of macro and micro reality, we take the non-ferrous metal smelting and processing enterprises—XH group for the study. According to questionnaire the company's 80/90-laters employees, we explore the psychology of such young employees; behavioral characteristics combined XH Group's corporate culture, and then make the effective management of motivating 80/90-laters employees, and recommendations of reshaping the corporate culture of the XH Group.

2. Questionnaires for XH Group Young Staffs

2.1 Introduction of the Sample

XH-Group was founded in 1995 and mainly works on water-electricity cycle, investment and management of non-ferrous metals. The company's business scope contains energy investment, mineral development, alumina, aluminum ingots and other non-ferrous metal import and export trade, production, processing, trade processing, logistics management, hotel and catering and other fields. Current, XH Group employs more than 6,000 people, including employees after 80s/90s accounted for more than 47%. With the adjustment of the structure of the labor group, 80s/90s employees will gradually become the main force XH groups.

We selected employees of XH group born in the year 1980 and later, all employees of the survey sample, a sample survey of the selected object covers finance center, trade center, utilities division, sub-branches and other professional sectors frontline staff.

2.2 Principles of Designing Questionnaire

The famous American social psychologist, personality theorists and comparative psychologist Abraham Harold Maslow is the main initiator and theoretician of humanistic psychology. According to human needs in the order from low to high, it is divided into physiological needs, safety needs, social needs, esteem needs and self-actualization needs. The famous hierarchy of five needs is shown in Figure 1, which are physiological needs, safety needs, social needs esteem needs, and self-actualization needs.

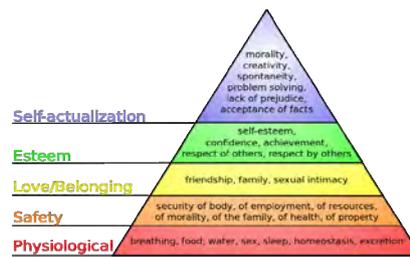


Figure 1. Maslow's hierarchy of needs

2.3 Content of Questionnaire

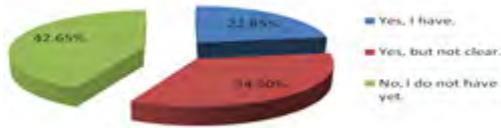
In the investigation on XH group's 80/90-later staff, according to Maslow demand theory, we will focus on three core focus areas: personalized survey of the group of employees, demand conditions and corporate culture awareness, demand conditions which include the level of demand for the material and spiritual aspects of both. The concrete context is given at Table 1 below.

Table 1. Questionnaire form

Class	Content
Personality	Do you have your own career plan?
	Do you feel stressful in life and work now?
	How is the environment with you growing up?
	Are you an independent child in your family?
	Are you interested in new things in your life?
	Do you think you are lazy?
	Do you live depending on your parents now?
	Which one of the courageous acts do you agree?
	When do you think is the best time to fall in love?
	What kind of person do you think is called a left man left woman?
What words can be used to describe you and the 80/90-laters around you?	
Demand	Which one is more vital, the physical life or the spiritual life?
	What takes up the most time in your daily amateur life?
	What is your objective of going on line?
	What are the three urgent problems you want XH to solve for you?
	What mechanism do you expect to encourage 80/90-later workers?
Enterprise culture	Do you get along well with your colleagues?
	Do you communicate well with your leaders?
	What is your decision when individual and collective interests get conflict?
	Do you have any progress in your work?
	How do you think to encourage an 89/90-later worker to make progress and fit the need of a work team?

2.4 Results and Analysis

We have the following direct investigation results:



A-Career planning



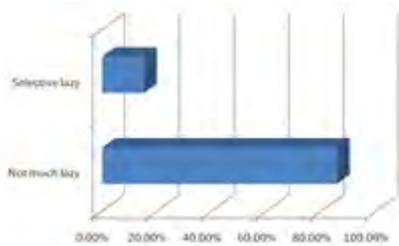
B-Life and work pressure



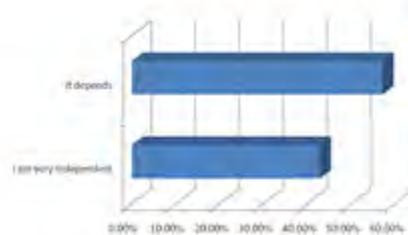
C-Individual child



D-Grow up places



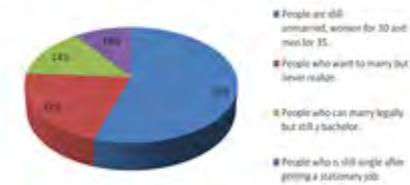
E-Lazy



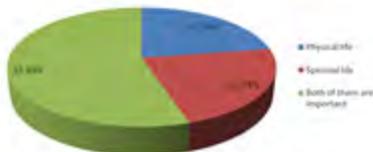
F-Dependence on parents



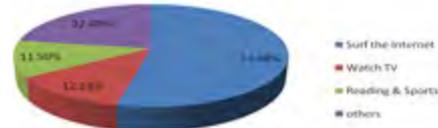
G-Time for love



H-Left man/woman



I-Spiritual/Physical life



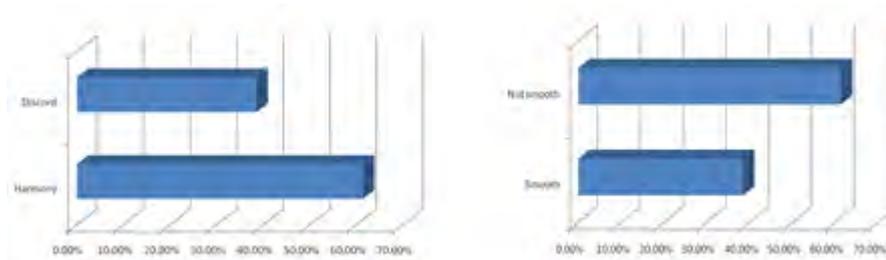
J- Amateur life



K-Motivation of Going on Line



L-Choice when Conflict Happens



M-Getting along well with colleagues N-Getting along well with leaders
Figure 2. Results of questionnaire

We conclude the questionnaire results to obtain the mental models, behavior characteristics, values and enterprise culture realization of 80/90-laters workers in non-ferrous metals enterprises, such as XH Group, have some particular features: they are young, rank low, mostly in the company's grassroots, they have grown in the Internet era of knowledge explosion, with high cultural quality, like the Internet, relatively self, with a strong sense of innovation. They cannot get along well with or they do not have a strong desire to communicate with the external world. They are mostly reasonable, and also have realized that they must be talent and make progress. However, they are home-stay, excellent, lazy, left, and cute at common. They grow up in a more relatively happy time, which leads them to be more open, active and individual. They have strong acceptance ability, innovation ability, confident, capable, and easy to accept new things. In the one-child era, parents also caused much spoiled their pride and self-centered, psychological endurance is poor, very concerned about other people's evaluation on their character.

3. Remodeling of Enterprise's Culture based on the Human Resource Management of 89/90-later Workers

3.1 Connotation of XH Group's Culture

The core value of XH Group has three levels, which are "No worry for benevolent", "No fear for brave" and "No confusion for wise". In detailed, "No worry for benevolent" is a simply and more ideal mind about industry serves the country, and developing high-quality overseas mineral resources, and green energy in the country, creating real value for society as a staff, to be a glorious mission, a clear conscience. "No fear for brave" is a simply and more pursuit of ideal to fulfill its mission, the courage to uphold under pressure in a changing environment never lost courage from the great ideals. Courage comes from confidence in yourself and the team, and the courage also comes from in any case, full of passion, to dare to overcome all difficulties and obstacles on the road ahead. "No confusion for wise" means continuous learning, developing visionary strategies. We should strive to study and accurately grasp the pulse of the industry and the community, and we should not be confused, not anxious, but be knowledgeable and be confident.

In the recent ten years, XH Group formed a management spirit of "Everyone has worked to do, every piece of work subjects to someone to do, everyone has the assessment, and everything is supervised" and a "fair, transparent, predictable" assessment idea. In promotion of talent workers and leaders, XH Group always holds the center principle including that people who got promotion must be honest, talent. And therefore a good enterprise culture has been formed. Between XH Group and employee there is a relationship built, in which the development of the company is for employee, by employee and to the benefit of all the staff with everyone as a shareholder.

3.2 The Choice of Ways for Corporate Culture Remodeling by Staff Management of 80/90-Later Employee

3.2.1 Implementation of 5S Locale Management

5S locale management refers to the Seiri, Seiton, Seiso, Seiketsu, Shitsuke, is a kind of effective management method in the production site for personnel, machine, material, method, and other factors of production, first initiated by the Japanese enterprises.

For the 80/90-later employees of XH group, they generally have a high cultural quality. At the same time, they need sense of belonging and external identity. Through the 5S locale management method, XH group can carry out such as “warm home” theme to create activities, aimed at through the standard site now, creating a clear working environment, training company employees’ good working habits, finally to improve staff quality, to eliminate careless heart, to develop habits of serious work, consciously abiding by the provisions, keeping a clean work environment, courtesy and manners, and to establish a good image of the XH group.

3.2.2 Implementation of the Five-step Method of Cyclic Work

For the XH group, the specific content of the implementation of the five step cycle working method is: the first step, find out the situation, namely feasibility analysis, which requires them a comprehensive understanding of the basic situation of each work, and a master of the basic data, current situation and successful experience, etc. At the same time, sort out the major problems currently affecting the working effect, and sort according to influence degree and the order of priority. The second step, analyze the causes, namely the problem analysis. They should ascertain the status, according to existing problems, especially seize several key problems of the biggest impact to analyze, find out the reason and the crux of the problem, and find the key of the problem.

The third step, formulate a solution to the problem, which requires them to be practical and targeted in work, with attention to detail and convenient operation, including partial or integration scheme. The fourth step, partial implementation, is the partial execution, progress tracking, and dynamic adjustment, compliance. The fifth step, summarize, namely timely review, comprehensive summary. Each of them should constantly learn, constantly improve. According to the requirement, every one must use tables, text statistics, analysis and induction to summarize the successful experience, to reflect on the existing problems, to explore the improvement measures, optimization of system, to form a closed loop in appraisal, and then to enter the next cycle.

3.2.3 Long-term use of Six-define Working Method

Six-define work method is scientific and operable work plan to one of the most important methods ensuring project execution. It is, namely the contents, goals, responsible departments and responsibilities and cooperate departments and responsible person, the completion time, evaluation standard. This method catches the six key elements of formulation and ensuring of the work plan. With the lack of any one of these factors, the work plan will be incomplete, and not convenient for operation. In the process of XH group using the method, the applicable scope mainly includes: to implement the higher session, the spirit of the document and the assigned work items; the project offered by the department, the team, the position according to the actual situation; projects developed by the investigation after problems reflected; projects of emergency need and emergency disposal; the temporary work projects.

4. Conclusion

Human resource is one of the important sources of enterprise’s core competitiveness, necessary support to the transformation strategy of nonferrous metals enterprise. The author takes the corporate culture management of XH group as the breakthrough point, uses Maslow’s theory of hierarchy of needs, and designs questionnaire according to the personality characteristics of the 80/90-later employee staff, their demand and corporate culture. On the basis of investigation results, combined with the present situation of XH group, it explores a talent-cultivating type management mode

effective in manage and inspire the 80/90-later employee staff, which mainly includes: following the SMART management principles; pursuing dream management; implementation of 5S site management; implementation of the five step cycle work method; long-term use of six-define working method.

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